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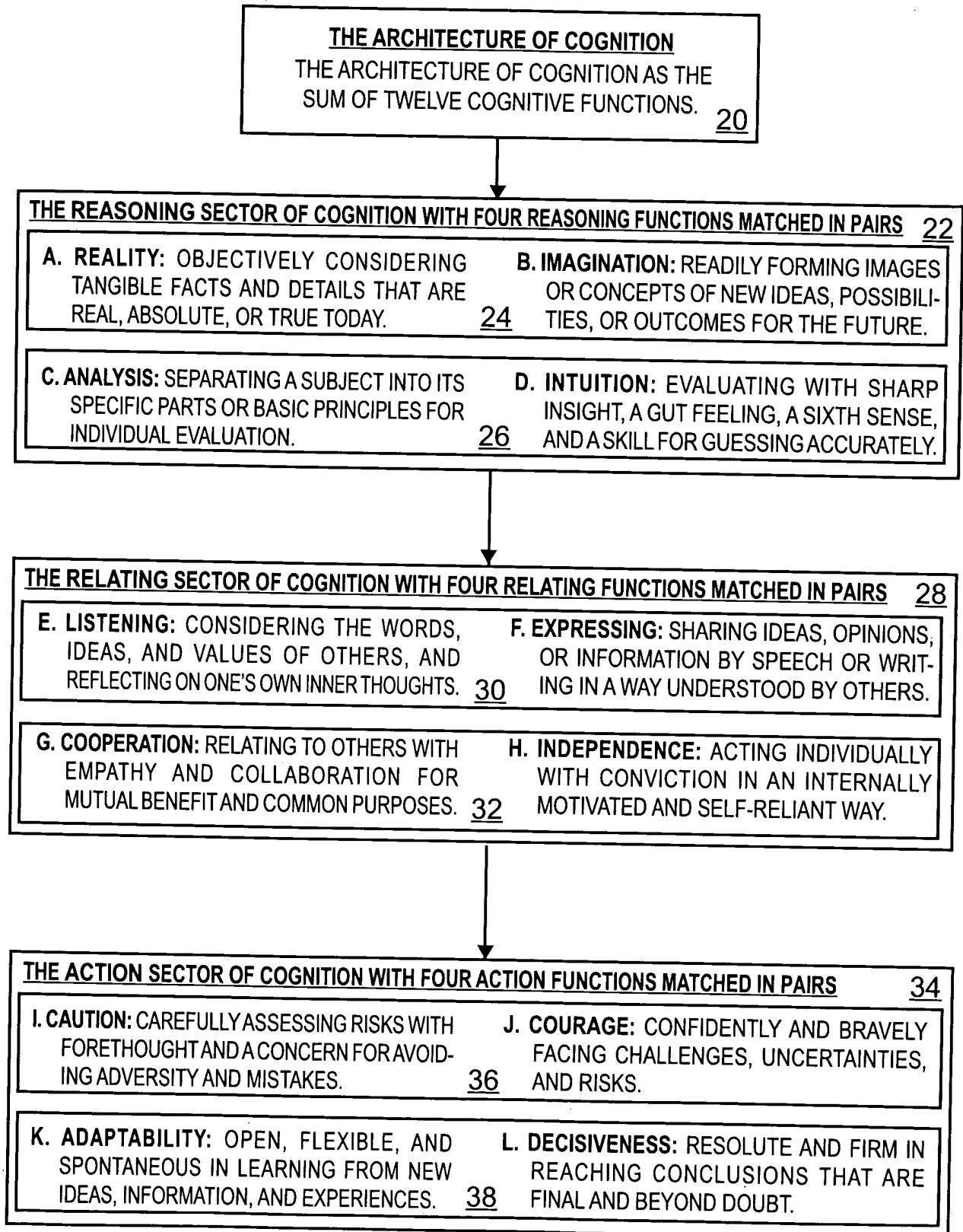


Fig. 1

2/10

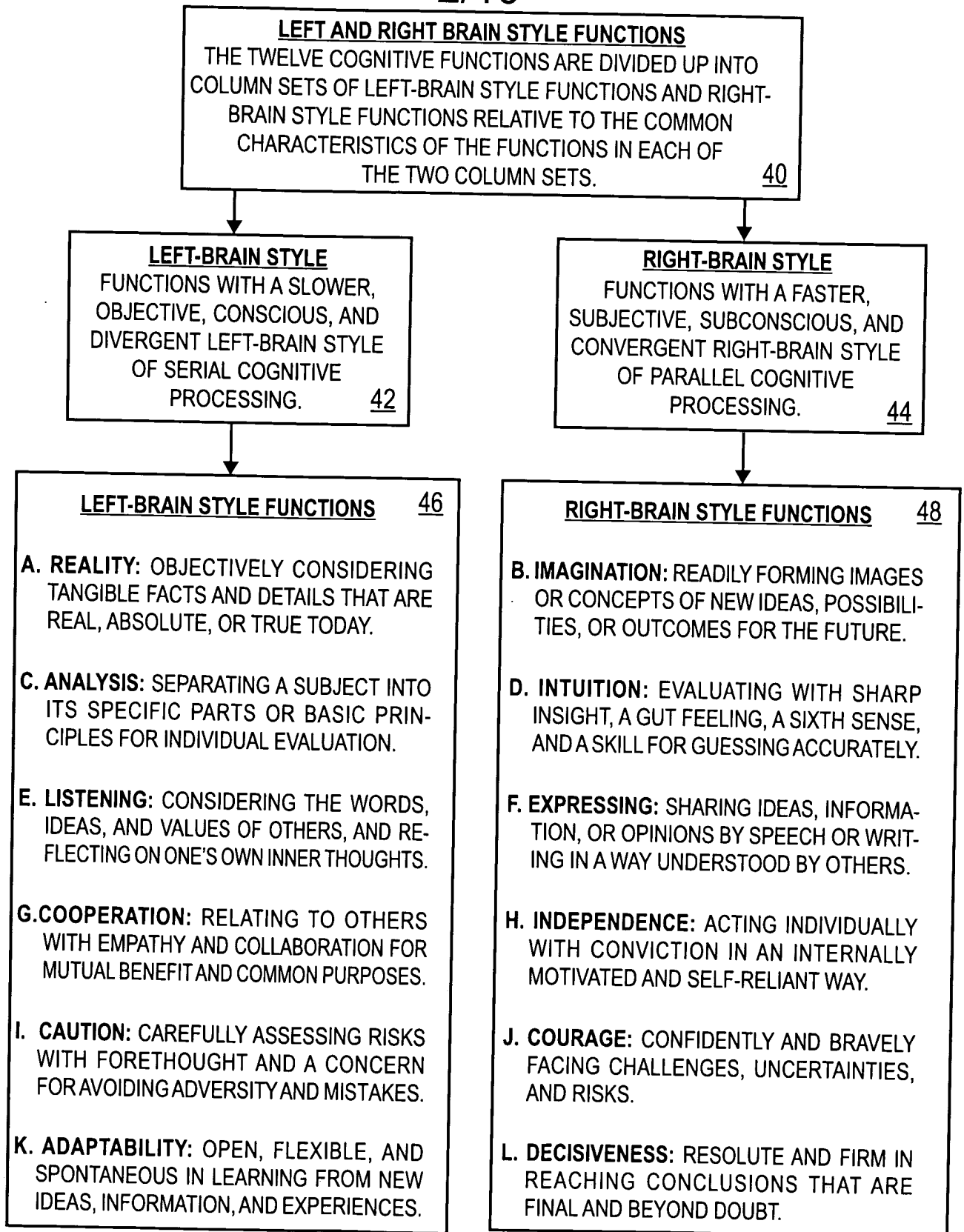


Fig. 2

PREFERENCE SURVEY INSTRUMENT COMPLETION PROCESS50

REVIEW CONCEPT OF COGNITIVE FUNCTION PREFERENCES WITH INDIVIDUAL. ADVISE THAT COMPLETING THIS INSTRUMENT WILL HELP INDIVIDUAL BETTER UNDERSTAND HIS OR HER PREFERENCES, AND IS THE FIRST STEP IN A PERSONAL AND LEADERSHIP DEVELOPMENT PROCESS. ADVISE INDIVIDUAL TO READ THE FOLLOWING INSTRUCTIONS AND THEN COMPLETE THE PREFERENCE SURVEY INSTRUMENT.

**PREFERENCE SURVEY INSTRUMENT INSTRUCTIONS**51

1. **PLEASE INDICATE THE EXTENT OF PREFERENCE FOR EACH INDIVIDUAL STATEMENT IN EACH OF THE 36 STATEMENT PAIRS ON A SCALE OF 0 TO 3,** NOTING THIS NUMBER ON THE SHORT LINE BEFORE EACH STATEMENT, AS TO HOW WELL IT DESCRIBES YOU AND YOUR STYLE OF BEHAVIOR AND ACTION. (THE STATEMENT PAIRS CONSIST OF ONE STATEMENT IN THE LEFT HAND COLUMN AND THE OPPOSITE STATEMENT IN THE LEFT HAND COLUMN)
 - "0" TO INDICATE THAT IT DOES NOT DESCRIBE YOU AT ALL.
 - "1" TO INDICATE IT SLIGHTLY DESCRIBES YOU.
 - "2" TO INDICATE IT MODERATELY DESCRIBES YOU.
 - "3" TO INDICATE IT STRONGLY DESCRIBES YOU.
2. **CHOOSE A DIFFERENT NUMBER FOR EACH STATEMENT IN EACH PAIR,** TO INDICATE A GREATER PREFERENCE FOR ONE STATEMENT IN EACH PAIR OVER THE OTHER.
3. **THERE ARE NO "RIGHT" OR "WRONG" STATEMENTS,** AS EACH STATEMENT DESCRIBES POSITIVE BUT DIFFERENT ATTRIBUTES.
4. **TURN TO NEXT PAGE AND COMPLETE PREFERENCE SURVEY.** THERE IS NO TIME LIMIT FOR COMPLETING THE SURVEY. HOWEVER, PLEASE COMPLETE IT AS SOON AS POSSIBLE AS FIRST IMPRESSIONS OF YOUR EXTENT OF PREFERENCE FOR EACH ITEM ARE USUALLY THE MOST CORRECT.
5. **PLEASE RETURN SURVEY FORM** TO SURVEY ADMINISTRATOR AFTER COMPLETION.

PREFERENCE SURVEY INSTRUMENT

52

A. REALISTIC

1. ___ PREFERS REALISTIC, PRACTICAL, AND FACTUAL DETAILS.....
2. ___ HAS A FOCUS ON TODAY'S ACTIVITIES AND CHALLENGES.....
3. ___ LIKES A CONVENTIONAL AND PREDICTABLE APPROACH.....
4. ___ ENJOYS CONSISTENT AND TRADITIONAL WAYS OF WORKING.....
5. ___ IS CONSERVATIVE AND DOWN-TO-EARTH.....
6. ___ VALUES KNOWN EXPERIENCES AND TRADITIONS.....

___ TOTAL

B. IMAGINATIVE

- ___ PREFERS INNOVATIVE AND ORIGINAL IDEAS.
- ___ THINKS OF FUTURE POSSIBILITIES AND OPPORTUNITIES.
- ___ LIKES TO BE IMAGINATIVE AND UNCONVENTIONAL.
- ___ ENJOYS CONSTANTLY CHANGING SITUATIONS.
- ___ HAS AN INQUISITIVE AND THEORETICAL APPROACH.
- ___ FAVORS CREATIVE AND EXPERIMENTAL TYPES OF WORK.

___ TOTAL

C. ANALYTICAL

7. ___ PREFERS ANALYTICAL AND SYSTEMATIC REASONING.....
8. ___ IS RATIONAL AND FAIR-MINDED IN DEALING WITH ISSUES.....
9. ___ LIKES TO SEGMENT ISSUES INTO COMPONENT PARTS.....
10. ___ IS OBJECTIVE AND IMPERSONAL IN SOLVING PROBLEMS.....
11. ___ STRUCTURES ACTIVITIES INTO SEPARATE CATEGORIES.....
12. ___ MAKES DECISIONS IN A METHODOICAL WAY.....

___ TOTAL

D. INTUITIVE

- ___ PREFERS AN INTUITIVE AND PERSONAL WAY OF REASONING.
- ___ HAS A GUT FEELING FOR GOOD AND BAD, RIGHT AND WRONG.
- ___ RANKS ISSUES IN A SUBJECTIVE AND QUALITATIVE WAY.
- ___ TAKES INTO ACCOUNT RELATIONSHIPS AND SOCIAL VALUES.
- ___ IS THOUGHTFUL AND UNDERSTANDING WITH PEOPLE.
- ___ DECIDES ON THE OVERALL PICTURE OF WHAT "FEELS" RIGHT.

___ TOTAL

E. LISTENING

13. ___ PREFERS A REFLECTIVE, RESERVED STYLE OF WORKING.....
14. ___ TENDS TO QUIETLY THINK THINGS THROUGH.....
15. ___ ENJOYS BEING CALM AND SELF-RELIANT IN A HUMBLE WAY.....
16. ___ IS HAPPY BEING A LISTENER IN GROUP SETTINGS.....
17. ___ LIKES TO STUDY SPECIFIC ISSUES IN DEPTH.....
18. ___ FAVORS WORKING IN A QUIET SETTING.....

___ TOTAL

F. EXPRESSING

- ___ PREFERS AN OUTGOING AND EXPRESSIVE WAY WITH PEOPLE.
- ___ HAS A TALK-IT-OUT STYLE OF WORKING WITH OTHERS.
- ___ LIKES TO BE INFLUENTIAL AND PERSUASIVE.
- ___ VALUES ELOQUENCE IN GROUP SETTINGS.
- ___ FOCUSES ON THE BROAD DIMENSIONS OF SITUATIONS.
- ___ ENJOYS WORKING IN A BUSY ENVIRONMENT.

___ TOTAL

G. COOPERATIVE

19. ___ PREFERS TO BE COOPERATIVE AND AGREEABLE.....
20. ___ IS DIPLOMATIC AND UNDERSTANDING OF OTHERS.....
21. ___ TENDS TO BE RESPECTFUL AND CONSIDERATE.....
22. ___ IS ACCOMMODATING AND TOLERANT IN GROUP SITUATIONS.....
23. ___ ENJOYS COLLABORATING WITH OTHERS ON TEAM EFFORTS.....
24. ___ IS USUALLY TRUSTING AND SUPPORTIVE OF AUTHORITY.....

___ TOTAL

H. INDEPENDENT

- ___ PREFERS TO BE CONFIDENT AND IN CONTROL.
- ___ ENJOYS BEING INDEPENDENT AND INDIVIDUALISTIC.
- ___ MAY BE DETERMINED AND COMPETITIVE.
- ___ TENDS TO BE ASSERTIVE IN EXPRESSING VIEWPOINTS.
- ___ IS A SELF-STARTER IN TAKING THE INITIATIVE.
- ___ LIKES TO BE THE PERSON IN CHARGE OF A SITUATION.

___ TOTAL

I. CAUTIOUS

25. ___ PREFERS A CAUTIOUS AND PREDICTABLE WAY OF LIFE.....
26. ___ TENDS TO AVOID RISKS AND UNCERTAINTIES.....
27. ___ LIKES CLEARLY UNDERSTOOD GOALS AND PROCEDURES.....
28. ___ ENJOYS ACCURATELY CARRYING OUT ASSIGNMENTS.....
29. ___ WORKS IN A PERSISTENT AND DISCIPLINED STYLE.....
30. ___ LIKES TO HAVE THINGS ORDERLY AND CONSISTENT.....

___ TOTAL

J. COURAGEOUS

- ___ PREFERS A COURAGEOUS AND ADVENTUROUS WAY OF LIFE.
- ___ TENDS TO BE BRAVE IN DEALING WITH SITUATIONS.
- ___ LIKES THE CHALLENGE OF IMPLEMENTING NEW STRATEGIES.
- ___ ENJOYS THE THRILL OF TAKING REASONABLE RISKS.
- ___ ACCEPTS THE UNCERTAINTIES OF NEW PROJECTS.
- ___ IS A VENTURESOME PIONEER.

___ TOTAL

K. ADAPTABLE

31. ___ PREFERS TO BE SPONTANEOUS AND ADAPTABLE.....
32. ___ ENJOYS KEEPING THINGS OPEN FOR THE UNEXPECTED.....
33. ___ CAN WAIT UNTIL THE LAST MINUTE IN MEETING DEADLINES.....
34. ___ IS HAPPY WHEN THINGS ARE FLEXIBLE AND UNPLANNED.....
35. ___ SEARCHES FOR MORE INFORMATION BEFORE DECIDING.....
36. ___ LIKES A CASUAL AND EASYGOING WORK ENVIRONMENT.....

___ TOTAL

L. DECISIVE

- ___ PREFERS COMING TO CLOSURE QUICKLY ON A SITUATION.
- ___ LIKES TO HAVE THINGS PLANNED AND SCHEDULED.
- ___ USUALLY PUNCTUAL AND ORDERLY IN MEETING DEADLINES.
- ___ ENJOYS HAVING THINGS SETTLED WELL IN ADVANCE.
- ___ HAS A DECISIVE, URGENT STYLE OF RESPONSE.
- ___ TENDS TO BE DEFINITIVE AND PRECISE.

___ TOTAL

54

PREFERENCE SURVEY REPORT

NAME _____ POSITION _____

ORGANIZATION _____ DEPARTMENT _____ DATE _____

THE FOLLOWING IS A SUMMARY OF YOUR PREFERENCE SURVEY RESULTS.

56

<p>A. REALISTIC 18 - 16 - 14 - 12 - 8 - 6 - 4 - 2</p> <p>OBJECTIVELY CONSIDERING TANGIBLE FACTS AND DETAILS THAT ARE REAL, ABSOLUTE, OR TRUE TODAY.</p>	<p>2 - 10 - 6 - 8 - 10 - 12 - 14 - 16 - 18 B. IMAGINATIVE</p> <p>READILY FORMING IMAGES OR CONCEPTS OF NEW POSSIBILITIES, IDEAS, OR OUTCOMES FOR THE FUTURE.</p>
<p>C. ANALYTICAL 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>SEPARATING A SUBJECT INTO ITS SPECIFIC PARTS OR BASIC PRINCIPLES FOR INDIVIDUAL EVALUATION.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 D. INTUITIVE</p> <p>EVALUATING WITH SHARP INSIGHT, A GUT FEELING, A SIXTH SENSE, AND A SKILL FOR GUESSING ACCURATELY.</p>
<p>E. LISTENING 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>CONSIDERING THE WORDS, IDEAS, AND VALUES OF OTHERS, AND REFLECTING ON ONE'S OWN INNER THOUGHTS.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 F. EXPRESSING</p> <p>SHARING IDEAS, INFORMATION, OR OPINIONS BY SPEECH OR WRITING IN A WAY CLEARLY UNDERSTOOD BY OTHERS.</p>
<p>G. COOPERATIVE 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>RELATING TO OTHERS WITH EMPATHY AND COLLABORATION FOR MUTUAL BENEFIT AND COMMON PURPOSES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 H. INDEPENDENT</p> <p>ACTING INDIVIDUALLY WITH CONVICTION IN AN INTERNALLY MOTIVATED AND SELF-RELIANT WAY.</p>
<p>I. CAUTIOUS 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>CAREFULLY ASSESSING RISKS WITH FORETHOUGHT AND A CONCERN FOR AVOIDING ADVERSITY AND MISTAKES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 J. COURAGEOUS</p> <p>CONFIDENTLY AND BRAVELY FACING CHALLENGES, UNCERTAINTIES, AND RISKS.</p>
<p>K. ADAPTABLE 18 - 16 - 14 - 10 - 8 - 6 - 4 - 2 -</p> <p>OPEN, FLEXIBLE, AND SPONTANEOUS IN LEARNING FROM NEW INFORMATION, IDEAS, AND EXPERIENCES.</p>	<p>- 2 - 4 - 6 - 8 - 10 - 12 - 14 - 16 - 18 L. DECISIVE</p> <p>RESOLUTE AND FIRM IN REACHING CONCLUSIONS THAT ARE FINAL AND BEYOND DOUBT.</p>

6/11

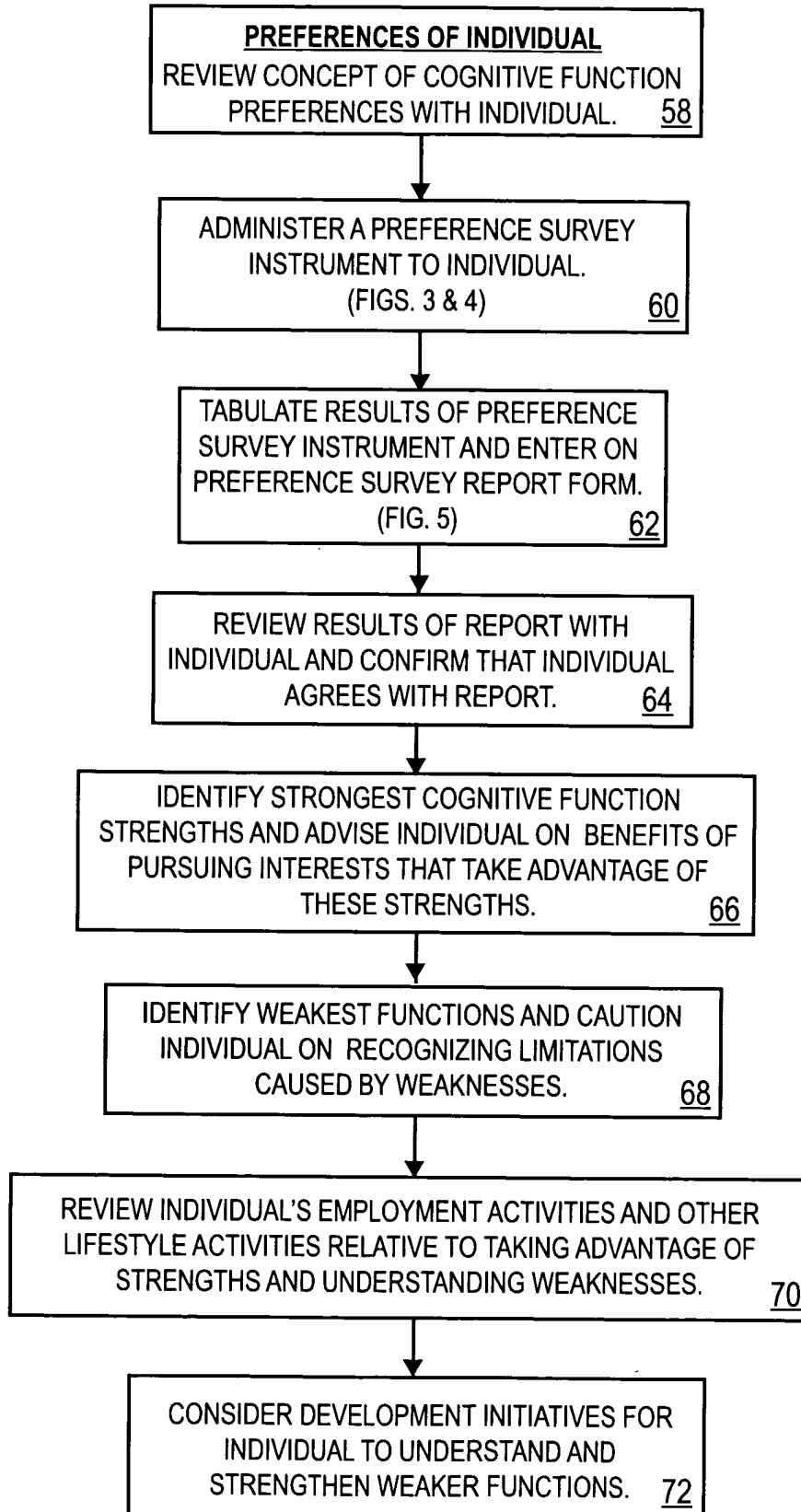


Fig. 6

7/10

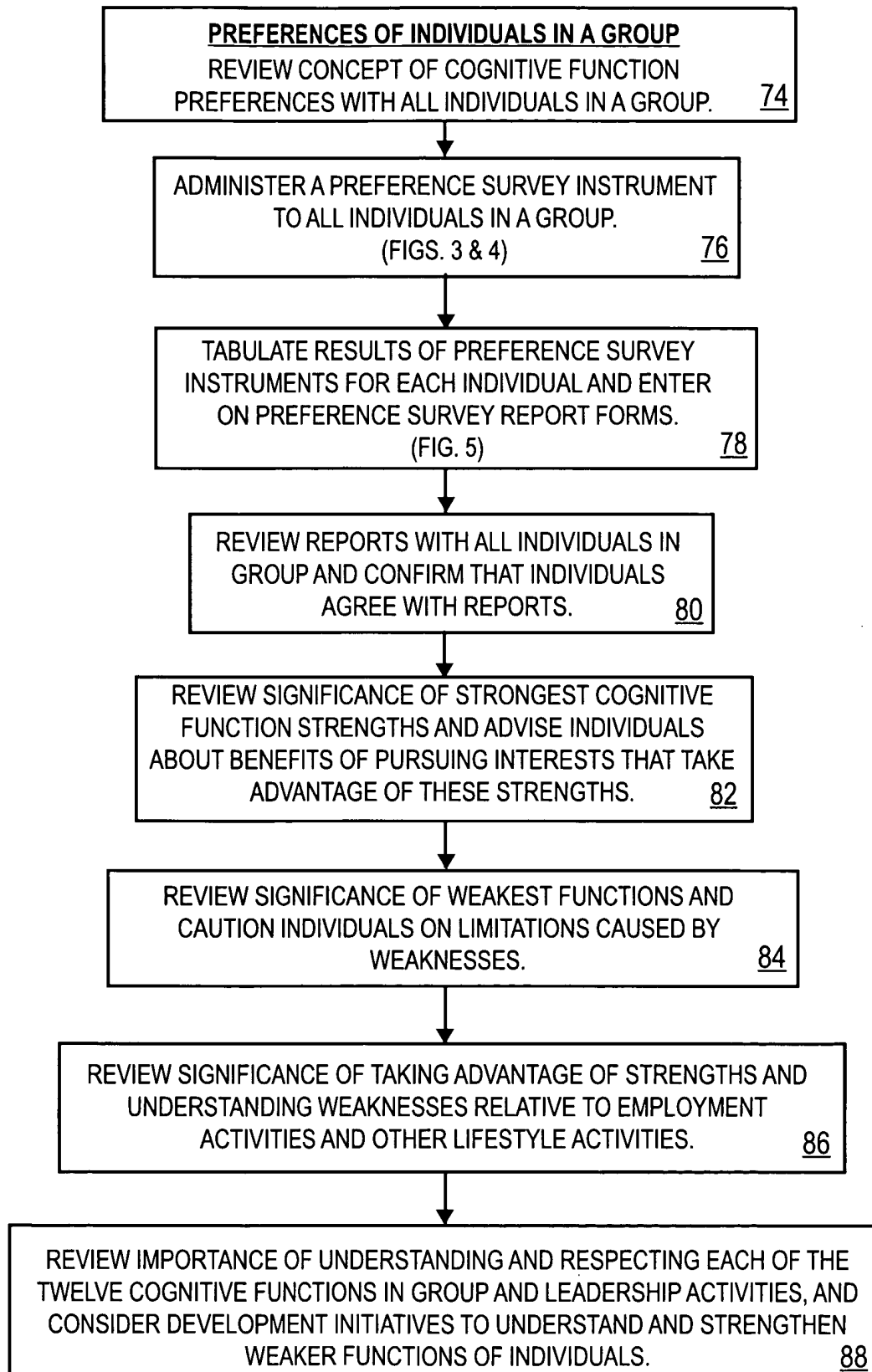


Fig. 7

8/11

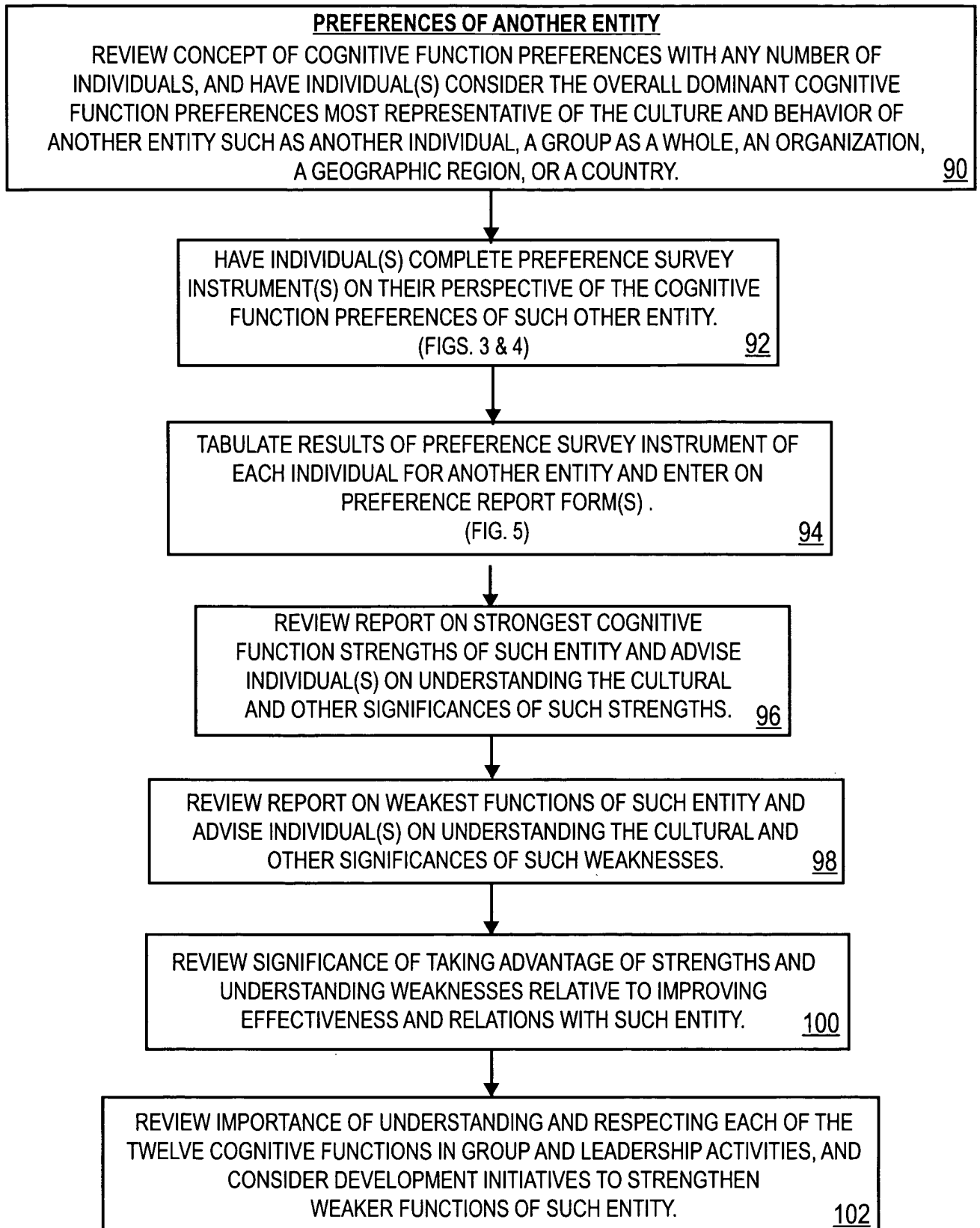


Fig. 8

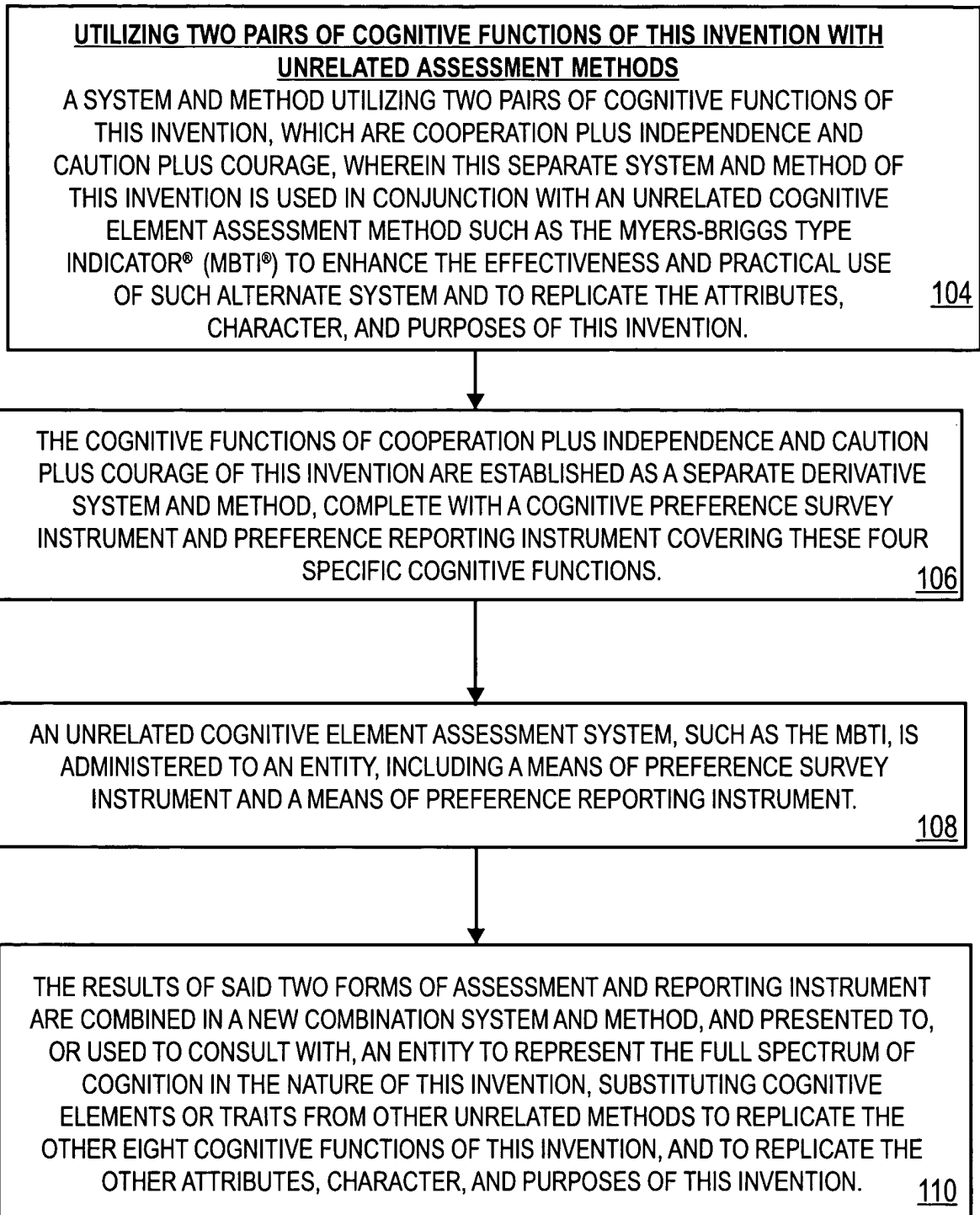


Fig. 9

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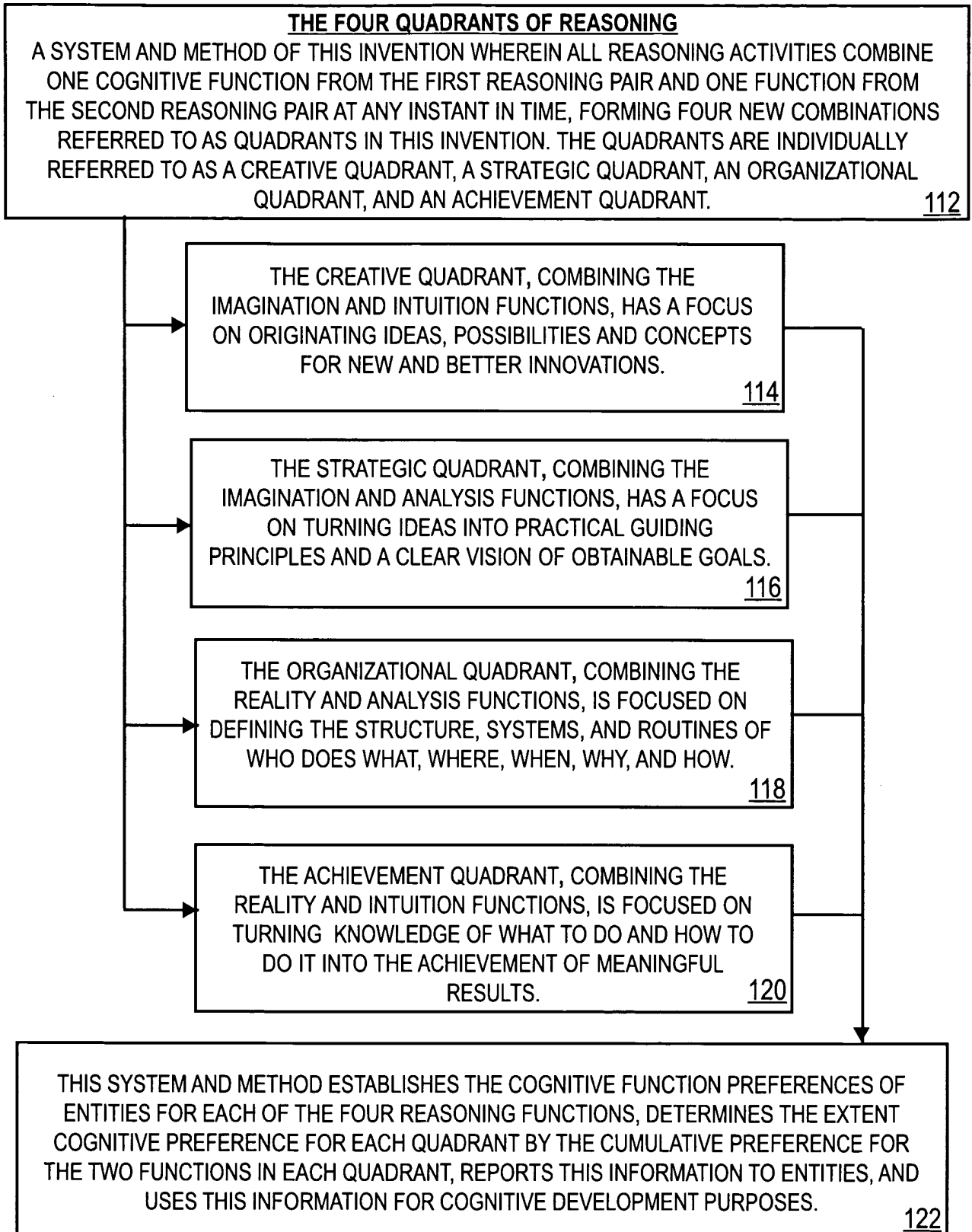


Fig. 10